

IPMA OCB

IPMA Organisational Competence Baseline

– The standard for moving organisations forward

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IPMA OCB deals with the concept of **organisational competence in managing projects**.

It sees **projects as an integral part of an organisation**.

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The IPMA OCB standard is neither a textbook nor a cookbook.

It shows WHAT should be done, not HOW to do it.

Organisations are responsible for tailoring the concepts to their specific needs possibilities.

The continuous development of the organisational competence in managing projects should be an integral part of an organisation's activities.

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3 The organisational view of projects

3.1 Challenges for organisations in managing projects

Work was always organised, but was maybe less structured and formal.

Formalising coherent work into projects is increasingly becoming an accepted means of achieving goals.

Many organisations deal with an **increasing number of projects** organisations should focus on project-related competences and develop them in a sustainable manner.

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3 The organisational view of projects

3.1 Challenges for organisations in managing projects

The number of internal and external **stakeholders** involved in projects is rapidly increasing, requiring **relationship management, flexible communication, information structures, and optimised interfaces.**

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3 The organisational view of projects

3.1 Challenges for organisations in managing projects

An increasing number of projects and programmes require organisations to **balance temporary and permanent parts of an organisation's structure.**

Specialised units such as **Project Management Offices (PMO)** emerge, providing a service to project staff, senior executives and governance structures.

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3 The organisational view of projects

3.1 Challenges for organisations in managing projects

Suppliers and partners require an organisation to build **mutually beneficial relationships** and cooperate on a fair basis.

Resource shortages drive many organisations to recognise the need to plan efficiently and deploy scarce resources.

3 The organisational view of projects

3.1 Challenges for organisations in managing projects

Constant changes in society, economies, politics and technology require an organisation to determine continuously their **optimal organisational design** and then to respond accordingly.

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3 The organisational view of projects

3.2 An organisation in its context

IPMA OCB differentiates between two kinds of organisation: a **permanent organisation** that remains over time and a **temporary one**, which is used for time-limited projects and programmes, which close at their completion..

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3.2 An organisation in its context

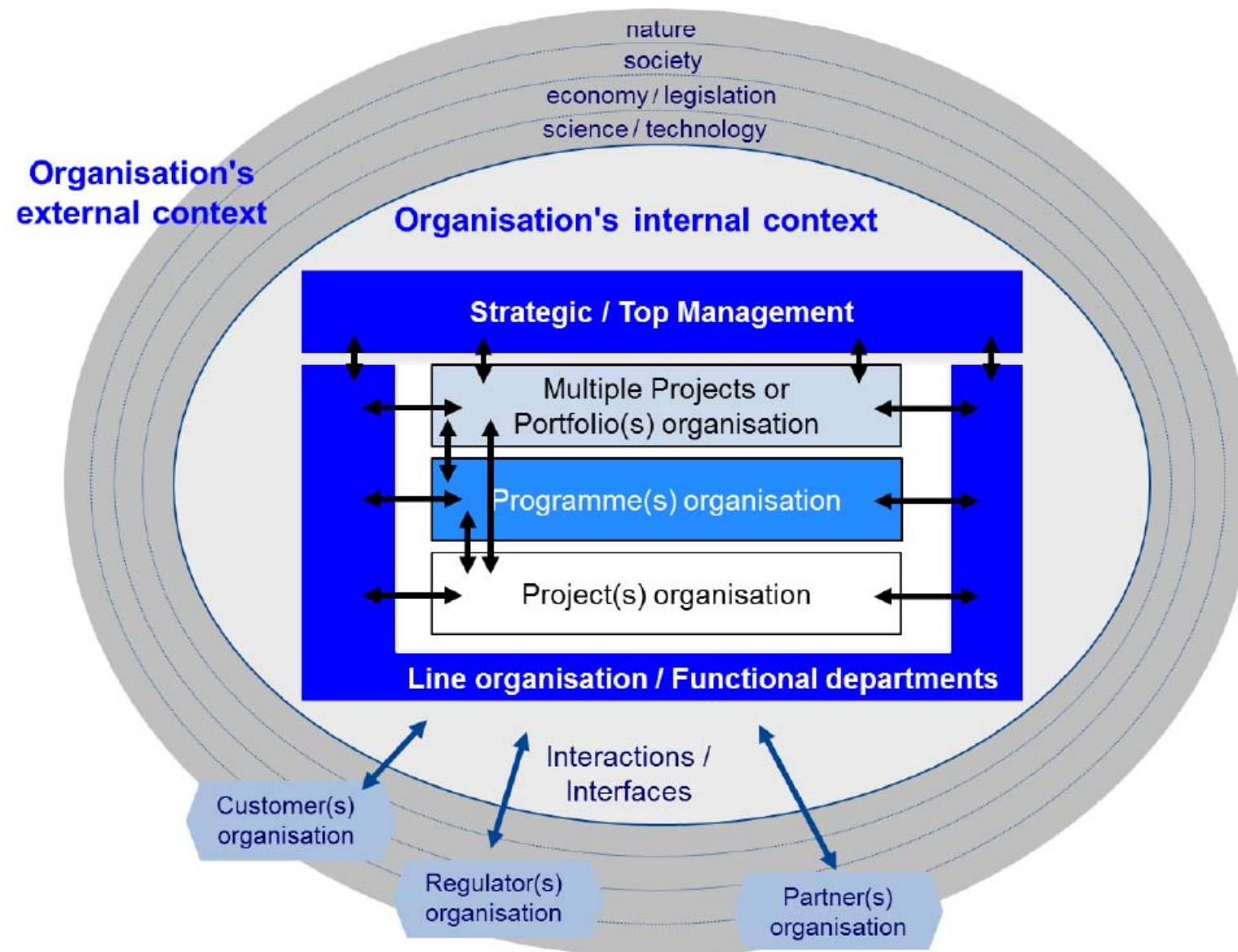
The smallest unit in an organisation is a **team** with a common goal or task.

Several teams, fulfilling a specific function within an organisation, could be grouped into a **department**.

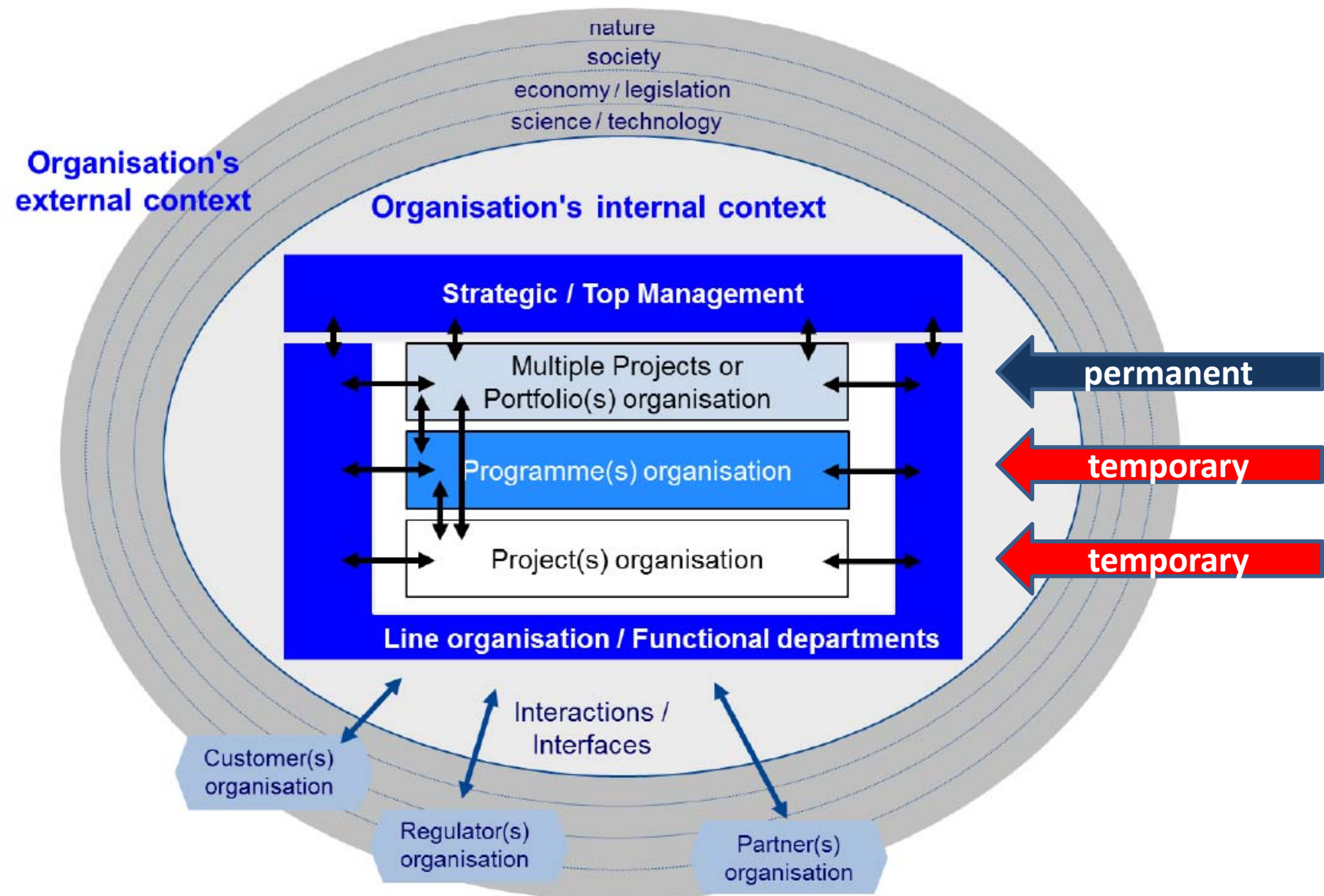
Departments could be grouped into a **division**.

Organisations can be seen as a **group of interrelated organisational units**, which are arranged for achieving long-term strategic objectives.

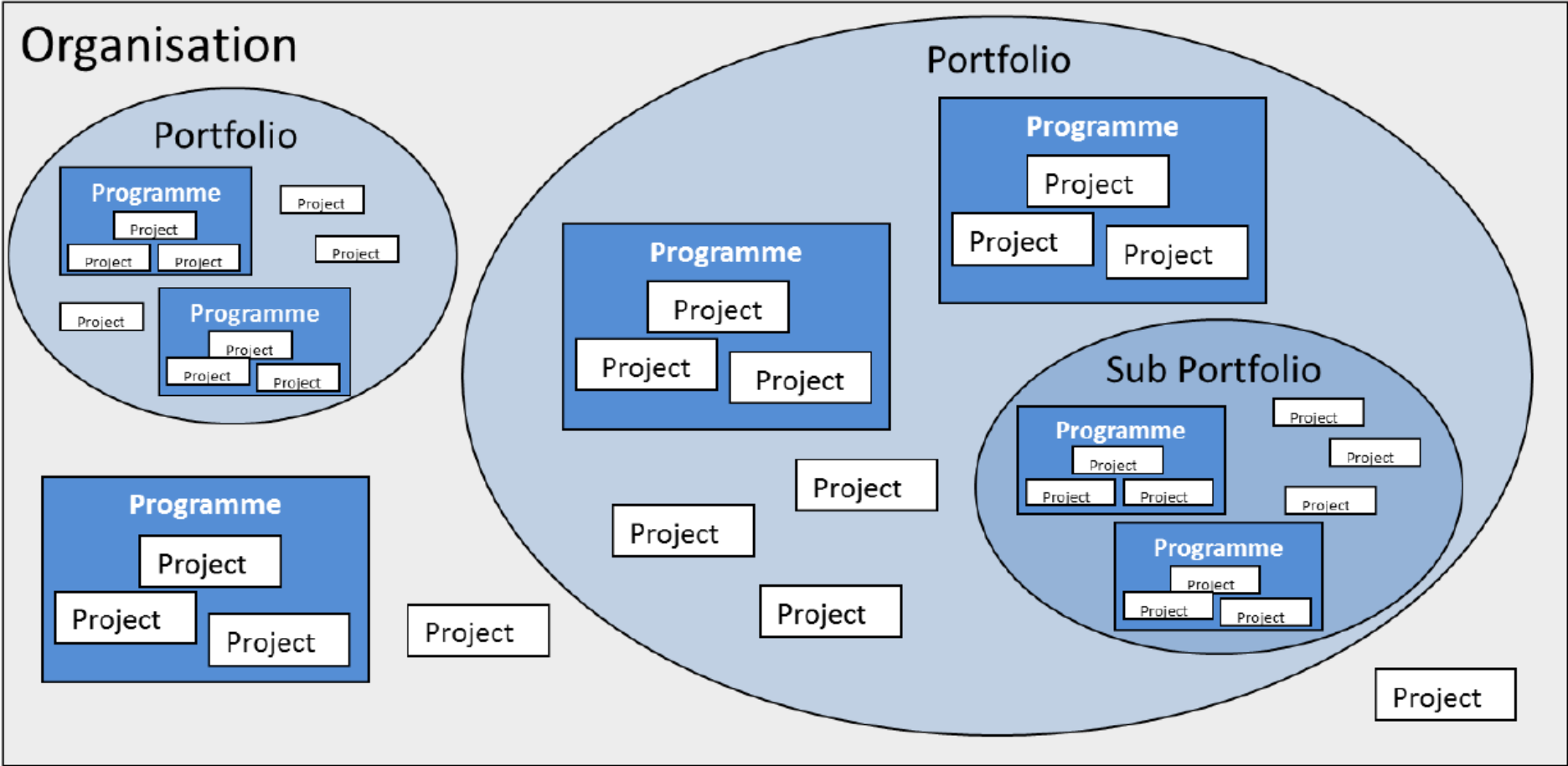
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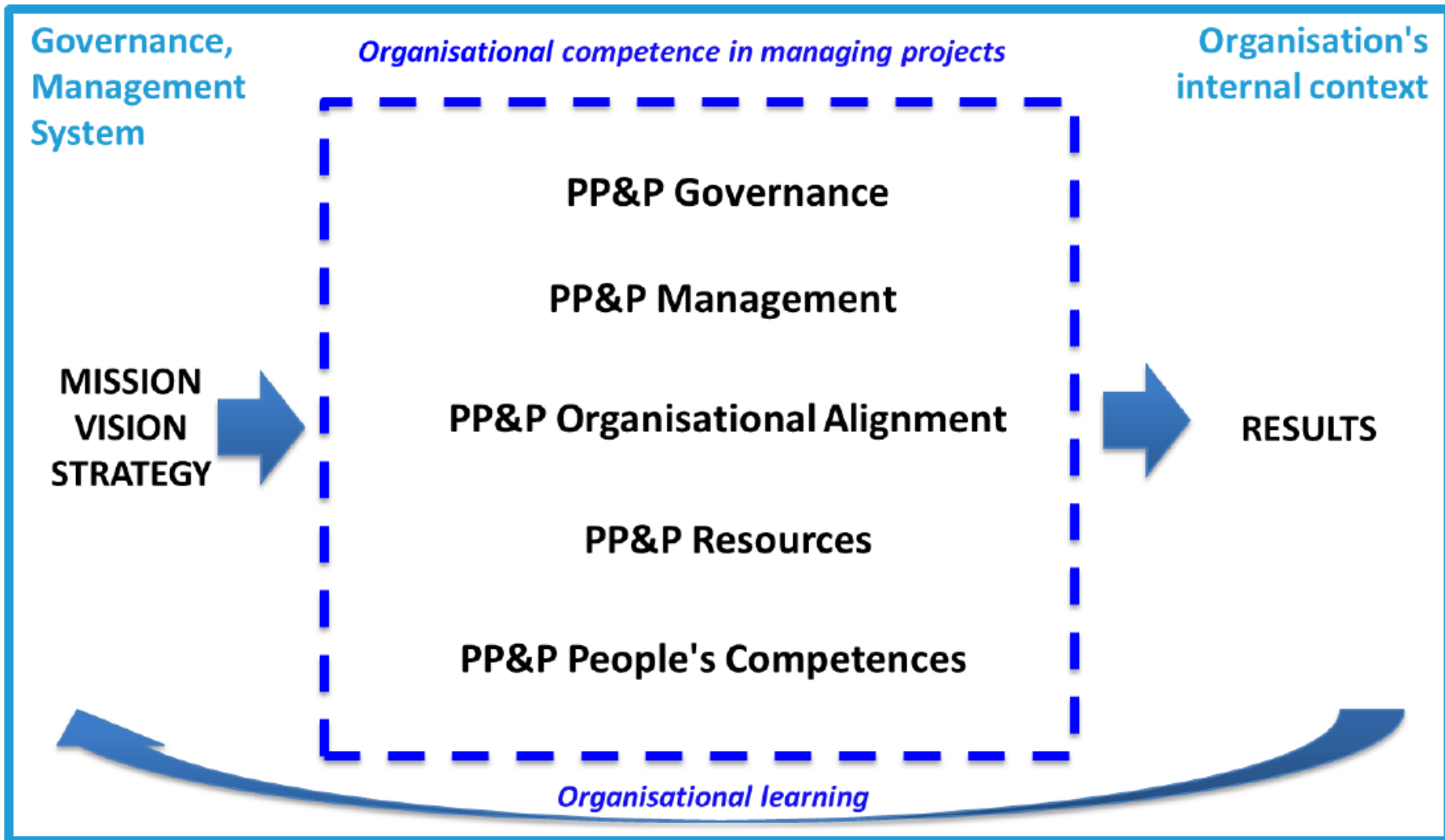
4 Organisational competence in managing projects

This standard defines the **organisational competence in managing projects** as the ability of organisations to **integrate people, resources, processes, structures and cultures** in projects, programmes and portfolios within a supporting governance and management system.

Organisational competence in managing projects is specifically **aligned with the mission, vision and strategy** of the organisation and is intended to achieve results as well as to ensure continuous organisational development.

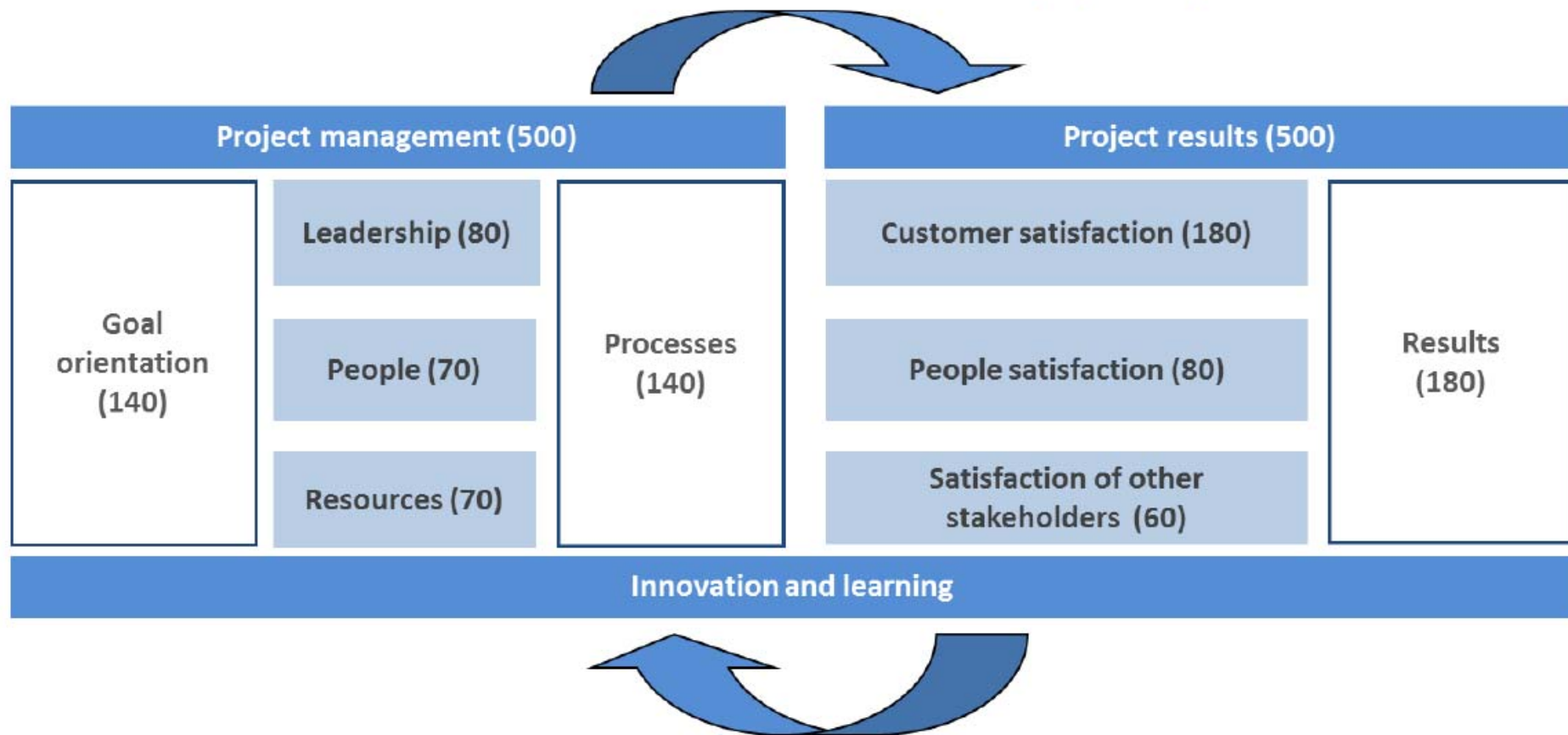
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Organisation's external context

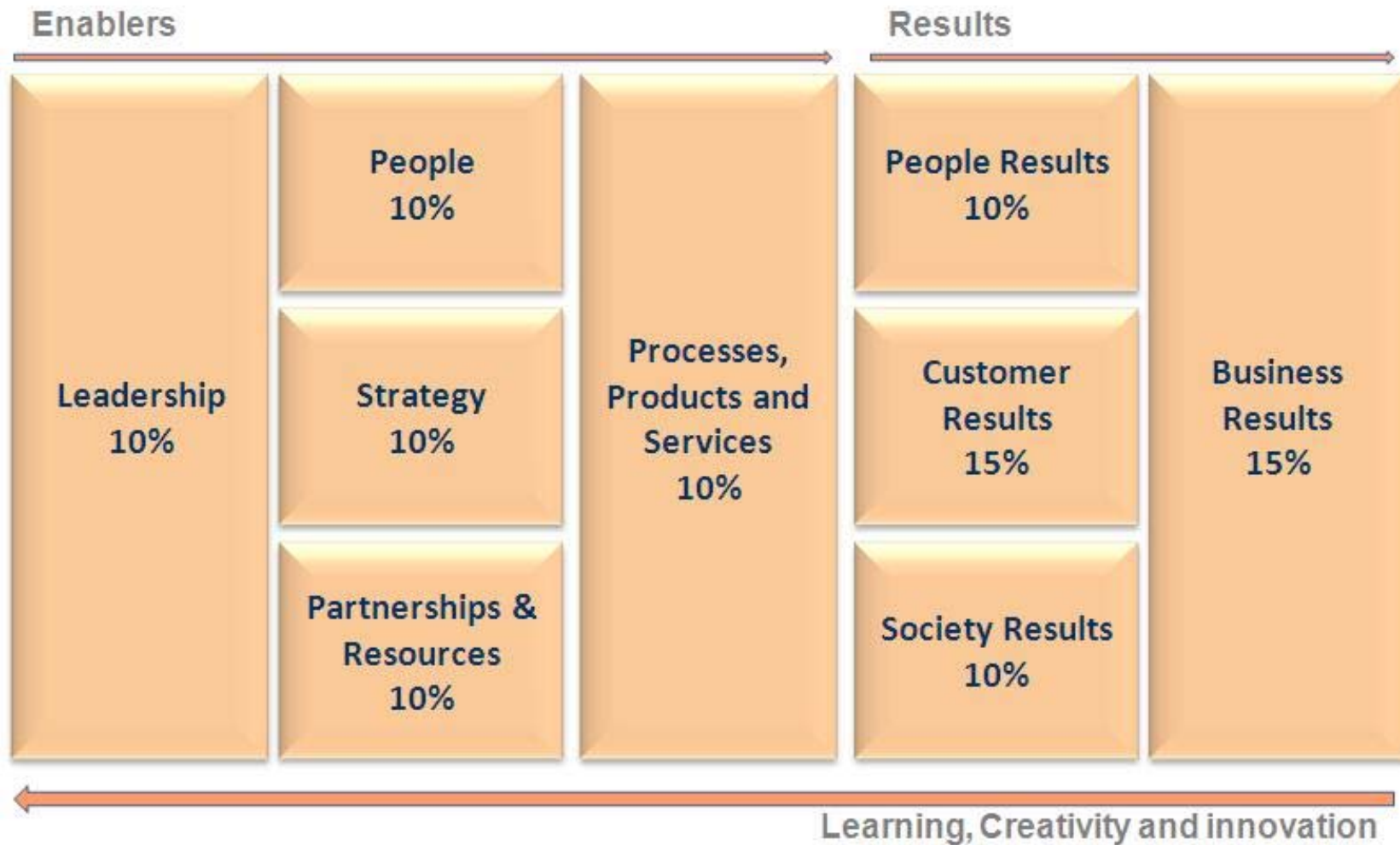


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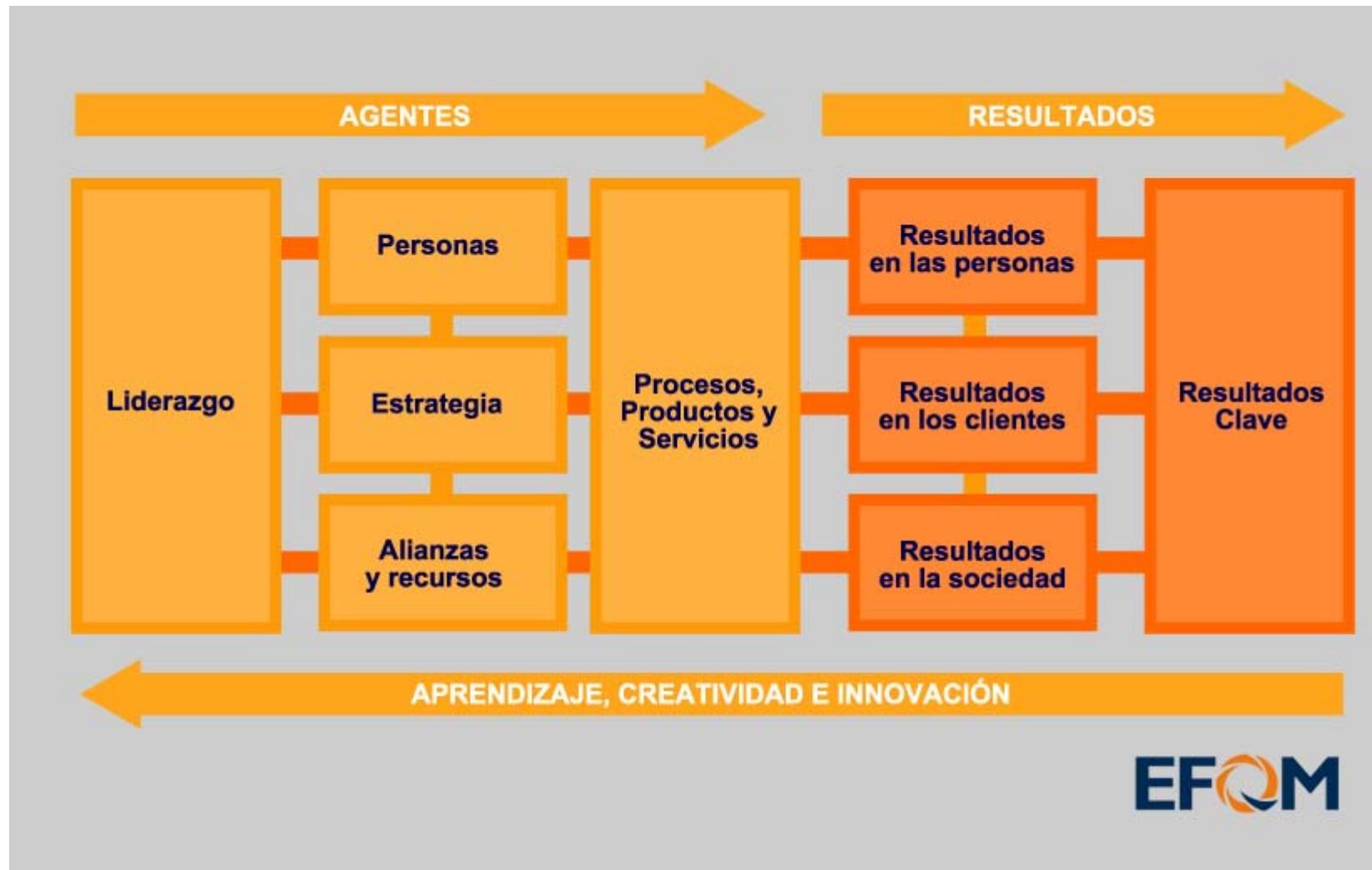
PROJECT EXCELLENCE (1,000)



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Organisation's external context

